

# Fostering Social Development through Partnership between Mining Companies and Local Communities

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## Abstract

This research focuses on community development through collaboration with mining companies. Many communities claim to have not received benefits from the presence of companies in their areas, necessitating a study on joint potential development activities. The purpose of this research is to create a social potential mapping that will be used in formulating and determining policies to enhance potential. This research employs a mixed-methods approach, combining both quantitative and qualitative methods. Quantitative approaches are used to analyze statistical data collected in the field, while qualitative approaches are used to conduct in-depth analyses of social problems and determine policy directions for developing social potential in the area. This research was conducted in Kampung Enam, Kalimantan. The results of this study indicate that there are many social potentials that can be developed to improve social quality, and that companies can work together to formulate policies or plans for further development. Companies have shown great interest and commitment to the development of local communities, enabling recommendations for community development programs to be implemented according to community needs.

## Keywords

collaboration; mining company; potential; society

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## INTRODUCTION

Community development programs in some countries are still based on results orientation and run independently. Social development has become an increasingly important issue in recent years. Social welfare is no longer the sole responsibility of the government, as businesses are also expected to contribute to the well-being of society (Achda, B. T., 2010); (Buchari, 2019). It is ironic that a business can thrive and grow rapidly while the surrounding community remains impoverished (Dahlsrud, 2008). Businesses are expected to promote social welfare through their corporate social responsibility (CSR) programs. The issue of CSR has gained significant attention from various stakeholders, including practitioners and academics (Buddu, A. & Scheepers, 2022). In Indonesia, CSR has become a way for companies to demonstrate their commitment to community development (Capon, 1988). However, some companies also use CSR as a means to obtain a social license from the community, primarily to ensure that their operations are not disrupted. There are many ways that companies can determine their CSR programs, one of which is by using social mapping. Social mapping provides information on social problems, potential opportunities for community development, key stakeholders involved in development, and program recommendations. From this document, companies can determine which programs to implement and anticipate potential challenges during the implementation.

Corporate Social Responsibility (CSR) programs, including Community Development (CD), often employ uniform strategies in target locations, resulting in inefficiencies and ineffectiveness (Dahlan, 2020). Furthermore, these programs may not ensure sustainability. To guarantee the effectiveness of CSR programs, it is essential to design programs that align with the dynamic and diverse characteristics of community problems and needs. In response to this challenge, companies recognize the importance of social mapping as an integral part of the CSR program planning process

(Dahlan, M., & Sitorus, 2020); (Ail Muldi, Husnan Nurjuman, Naniek Afrilla Framani, 2024). This approach ensures that programs are targeted, effective, and sustainable. Consequently, implemented CSR programs can have a positive impact on sustainable livelihoods and add value to the company.

Additionally, this activity and its resulting documents can serve as a reference for developing strategies to manage programs, minimize potential conflicts among stakeholders, foster social harmony, and ensure smooth company operations (Achda, B. T., 2010). The stakeholder mapping process is not only focused on results but also serves as a means of communication, dialogue, and understanding among stakeholders (Prasetya, Pratama, & Alimi, 2024), recognizing their potential, including social capital. This mapping study aims to provide a holistic visualization of the social, cultural, and economic conditions of communities surrounding the company's operational area. By identifying subjects of development and active community empowerment stakeholders, this study can initiate community capacity building and conduct realistic needs assessments based on local economic resources, environmental support, and social capacity (Austin, J. E., & Seitanidi, 2012).

This study is a systematically understanding the socio-cultural and environmental conditions, as well as stakeholders, within the framework of Community Development (CD) around PT Pertamina EP Asset 5 Tarakan Field. The study also examines the role and influence of these conditions on social conditions at the micro level. This research is limited to the scope of social analysis of local communities (communities) that directly or indirectly interact with company activities. However, it is possible to conduct further research on stakeholders outside the area (through snowballing) who directly or indirectly influence the company's operational activities (Agus, 2020); (Siyoto & Sodik, 2015); (Berlianty, 2021). In this regard, the analysis is conducted at the individual, household, group, organizational, institutional, and local community levels within the company's operational area (Arinnis, N.

M, 2022).

## METHOD

Based on the study's objectives, this research employs a mixed-methods approach, combining both qualitative and quantitative methods. In the qualitative approach, the methods used are Case Study, Rapid Rural Appraisal (RRA), and Participatory Rural Appraisal (PRA). Meanwhile, the quantitative approach uses Descriptive Method by analyzing primary data from surveys and secondary data. Qualitative research is a type of research that produces findings that cannot be achieved through statistical procedures or other quantification methods (Nissa, et al, 2024). This approach is typically used to explore the underlying reasons behind social phenomena occurring in society. According to Strauss and Corbin, qualitative research can be utilized to study community life, history, behavior, organizational functionalization, social movements, or kinship relationships (Siyoto & Sodik, 2015). In this study, a mixed-methods approach is employed, combining both qualitative and quantitative methods. Data collection for social mapping uses qualitative approaches, including in-depth interviews, literature studies, and observations, as well as quantitative approaches through surveys.

Observation is a method of collecting data through observation and sensory experience (Moleong, 2006). It can be conducted directly or by participating in activities carried out by the research object. Observation can also be done indirectly by observing and understanding a phenomenon through other media, such as films or photographs. During the research process in the Tarakan Field community development area, observation was conducted directly. The researcher interacted with the research subjects without limiting distance to maintain the objectivity of the information. As a result, the collected data accurately reflected the field conditions and answered the research questions. In addition, interviews are the most common method used for data collection in qualitative approaches (Widiarta,

I. P. G. D., et al, 2023). Interviews become the primary data collection tool using the in-depth interview method, often referred to as semi-structured interviews. In semi-structured interviews, the goal is to explore a topic more openly and allow interviewees to express their opinions and ideas in their own words (Setyawan, A. C., et al, 2025).

During the interviews, the researcher used an interview guide. Informants were not given answer choices, allowing them to provide information more freely (Harris, R. P. Bridger, C. J., Sachs, C. E & Tallichet, 1995). Sometimes, the researcher asked questions outside the interview guide, adapted to the field conditions and informants, but still relevant to the social mapping focus (Moleong, 2006). Through interviews, the researcher can gain insight into and understand aspects that cannot be obtained through observation or surveys. Surveys were conducted to complement the data obtained through qualitative approaches (Saputri, N. A., 2020).

## RESULT AND DISCUSSION

Kampung Enam Subdistrict is located near the operational area of Pertamina EP Tarakan Field. In fact, part of Kampung Enam is included in the mining work area (WKP). The presence of the company, which is closely linked to community life, undoubtedly brings various impacts, both positive and negative. The positive impacts felt by the community include social assistance (Aguinis, H., & Glavas, 2012) and CSR programs from Pertamina EP Tarakan Field. Another positive impact is the growth of community economic activities in the service and culinary sectors (Agustian, 2018); (Handayani, 2019). In the service sector, many residents offer boarding house or rental services. Since many company employees come from outside Kampung Enam, they require accommodation during their work period. The availability of accommodation services encourages the emergence of culinary businesses. The programs implemented include charitable activities, infrastructure development, partnerships, and

**Table 1.** Development Program by Collaborating Mining Company

Program	Description
Environmental Scale Waste Management with 4R System	Pertamina EP Tarakan Field's CSR program implements a 4R waste management system in Kampung Enam through KSM Ramah Lingkungan. Since 2015, Pertamina EP Tarakan Field has supported KSM Ramah Lingkungan with training and facilities for waste management and processing.
Community Library	Providing social assistance or charity is a common corporate social responsibility program implemented by companies. Similarly, Pertamina EP Tarakan Field has provided social assistance to 16 community libraries in Kampung Enam. In addition to Pertamina EP Tarakan Field, the Kampung Enam library also received support from other companies, such as Telkom and PT Idec Abadi Wood Industries. The assistance provided included facilities such as tables and chairs, as well as book donations.
Kartu Indonesia Sehat (KIS)	In the health sector, the central government launched a health insurance program for the community, especially those from low-income backgrounds. The program is called Kartu Indonesia Sehat (KIS). Kampung Enam Subdistrict has made efforts to provide facilities for its residents, especially those in need. In coordination with neighborhood association leaders, the subdistrict has collected data on residents who are eligible for the KIS program. With this program, KIS cardholders feel greatly assisted, especially in terms of health care costs. As a result, the health care costs borne by the community have become more manageable.
Kota Tanpa Kumuh (Kotaku)	Kotaku, or City Without Slums, is a new program replacing PNPM. Its goal is to create a beautiful and clean Kampung Enam area. Although Kampung Enam is already known for its cleanliness and beauty, the Kotaku program aims to further improve the area. While tangible results have not yet been seen, the Kotaku team has begun implementing its activities.
Rice for Poor Families (Raskin)	The Raskin program can be considered a standard program implemented by local governments throughout Indonesia, including Tarakan City for the Kampung Enam Subdistrict. Out of 1,598 families in Kampung Enam, only 147 families received Raskin allocations. According to the subdistrict, this number is relatively small compared to other subdistricts in Tarakan City. The recipient families are scattered across RT 1 to RT 15.

community capacity building. In general, the following are some community development programs.

Determining the area of a company is generally based on three considerations: distance, assets, and operational impact. The first consideration is distance (Tripayana, et al, 2024) , where the community development area is located adjacent to or even directly borders the company (Kartika, 2020).

The second consideration is assets, where a region contains company-owned assets such as warehouses, tanks, or oil pipelines. The third consideration is impact, where the community's living environment is directly affected by the company's daily operations (Kartika, D., & Suharto, 2020). Kampung Enam Subdistrict is one of the community development areas of Pertamina EP Tarakan Field. In terms of distance, Kampung Enam



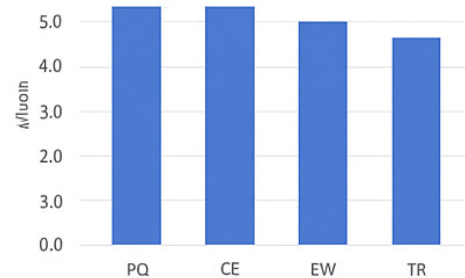
social mapping (Blowfield, M., & Frynas, 2005); (Chambers, 2005); (Beresford, 2013). This description aims to provide an overview of the social position and roles of actors in daily community life, particularly in community development processes. The actors described in social mapping come from three groups: civil society, private sector, and state. Civil society refers to actors from the community, such as religious leaders, health cadres, and community leaders. State actors come from government institutions, community institutions (Pramono et al., 2025), or social welfare organizations. Each actor has a role in the community. Buchari (2019) explain that each actor's social position is accompanied by the consequences of responsibility according to their role. Social networks provide an overview of the breadth of each actor's social relationships, both within the community and with external actors. Actors with extensive networks can have a broader role and interest in the community (Buchari, 2019), especially in community development processes. The breadth of an actor's network also affects their influence in the community, such as in mobilizing masses and uniting opinions. In addition to describing relationships between actors, one of the essential points in social mapping is describing each actor, especially in relation to community development (Handayani, S., & Wijayanto, 2019). In daily community life, there are actors who fully support community development, but there are also those who do the opposite (Buchari, A., & Santoso, 2019). Through these actor descriptions, we can understand each actor's social position, network, strengths, and interests in community development.

### Potential for Sustainable Living

A total of 120 respondents from mining-affected communities participated in the survey. The majority were 18–50 years old (mean age 33 years) with diverse educational backgrounds: primary school (25%), junior high school (35%), senior high school (30%), and tertiary education (10%). Occupations included farmers (40%), mining laborers (30%), small business owners (20%),

and others (10%).

The mean scores of the key variables, measured on a 5-point Likert scale, are shown in:



**Figure 2.** Mean Scores of Key Variables

The mean scores of the key variables, measured on a 5-point Likert scale, are shown in Figure 1. Partnership Quality (PQ) was rated the highest ( $M = 3.72$ ,  $SD = 0.61$ ), followed by Trust in Mining Company (TR) ( $M = 3.55$ ,  $SD = 0.69$ ) and Community Empowerment (CE) ( $M = 3.48$ ,  $SD = 0.74$ ). Meanwhile, Economic Well-being (EW) was rated moderately ( $M = 3.21$ ,  $SD = 0.80$ ).

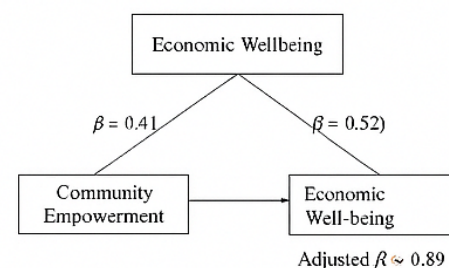
Pearson correlation analysis revealed significant positive associations:

PQ  $\leftrightarrow$  EW ( $r = 0.52$ ,  $p < 0.01$ )

CE  $\leftrightarrow$  EW ( $r = 0.46$ ,  $p < 0.01$ )

TR  $\leftrightarrow$  PQ ( $r = 0.59$ ,  $p < 0.01$ )

Further regression analysis showed that both Partnership Quality ( $\beta = 0.41$ ,  $p = 0.001$ ) and Community Empowerment ( $\beta = 0.32$ ,  $p = 0.003$ ) significantly influenced Economic Well-being (see Figure 2). These predictors explained 39% (Adjusted  $R^2 = 0.39$ ) of the variance in economic well-being.



**Figure 3.** Regression Model Predicting Economic Well-being

The results indicate that strong and transparent partnerships between mining



companies and local communities play a pivotal role in enhancing community well-being. This finding aligns with the qualitative data, which highlighted that inclusive decision-making processes and sustainable CSR programs foster trust and a stronger sense of ownership among community members. When community empowerment initiatives are combined with high-quality partnerships, they yield greater improvements in socio-economic outcomes.

This research also aims to explore and map the existing potentials within the community. Every region must have potential, whether in the form of natural resources, social capital, financial resources, or human resources that can be utilized for community development (Porter, M. E., & Kramer, 2006); (Murillo, D. & Sardon, 2024). Efforts to solve social problems in the community also need to consider the available potential. The potential in question can be in the form of human resources, natural resources, social capital, financial capital, or the availability of public infrastructure. Identifying potential needs to be done comprehensively. This social mapping in Kampung Enam Subdistrict aims to map the existing potentials that can be utilized for community development.

Development (Azhar, K., & Hassan, 2020) can be carried out with various approaches. One of them is development with a process approach. The process approach enables the implementation of development that humanizes humans. Because what is more important is not the material results, but how the development process is carried out (Batterbury, S. P. J. & Kowasch, 2020). So that when the results are obtained, it is clear that the community has been involved in the entire process, which reflects recognition of the community's capacity (Selamat, 2022). This means that the community participates in the development process, not just being an object and receiving the results of development. Therefore, human resources become very important. Increasing the capacity of individual community members is crucial to enable them to manage existing resources optimally. Based on data from the

Kampung Enam Subdistrict Profile in 2016, it is known that the community's education level is quite good. On average, community members complete their education up to high school or equivalent. Some even manage to complete education up to the Strata 2 level. This means that the community has awareness and a desire to pursue education to the highest level. Moreover, this is supported by easy access to educational facilities.

Community health is one of the determining factors of human resource quality, aside from educational background and skills. The community in Kampung Enam has a high awareness of health. This is evident from their participation in posyandu activities and the low rate of malnutrition. Through posyandu activities, the community gains an understanding of the importance of paying attention to nutritional intake for children and other family members. In terms of environmental cleanliness, Kampung Enam is considered very clean and beautiful. No piles of trash are found around residential areas. In fact, thanks to the hard work of the Ramah Lingkungan Community Group, Kampung Enam has achieved zero Temporary Waste Disposal Sites (TPS). Due to its cleanliness, Kampung Enam is always used as a standard for evaluating environmental cleanliness. The community itself is already aware of the importance of sorting household waste before disposal. Aside from the absence of trash piles, the community's awareness of maintaining environmental cleanliness has grown. It is known that no community members dispose of household waste carelessly (Saribanon, 2010). The community has good sanitation facilities in their homes. Accessing health facilities is also not a problem for the community. Most community members have health insurance, such as BPJS, Jamkesmas, KIS, or other health insurance. Community participation in social health insurance certainly alleviates the burden, considering the increasing cost of health care (Saribanon, 2010). The distance between community homes and health facilities is also not too far. The nearest community health center is located in Mamburun-

gan Subdistrict.

The occupations of the Kampung Enam community include farmers, civil servants, private company employees, manual laborers, and entrepreneurs. The four most common occupations among Kampung Enam residents are employees, farmers, civil servants, and daily manual laborers (Tymofieieva, Opryshko, & Bulvinska, 2024), with manual laborers being the most numerous. Private company employees (Sari, 2022) are another common occupation among Kampung Enam residents due to various reasons, including the community's proximity to large industries that provide job opportunities. The prevalence of manual laborers among the community also has its reasons, primarily due to limited skills and educational background, which restrict access to various job opportunities.

Financial potential, aside from primary occupation and income, also includes the presence of financial institutions in the surrounding environment. These financial institutions, such as banks and cooperatives, are commonly used by the community to meet their financial needs. Financial service providers in Kampung Enam Subdistrict were identified through interviews and field observations. In Kampung Enam Subdistrict, available financial services include informal trust-based lending, such as borrowing from neighbors, and individual-based services like moneylenders. Formal financial institutions, like Bank Kaltim, are also available in the area, as well as cooperatives. The community acknowledges (Andriani, N., & Kusumawati, 2020); (Austin, J. E., & Seitanidi, 2012) that moneylenders still exist in Kampung Enam Subdistrict. Accord-

**Table 2.** Opportunities to Support Sustainable Livelihoods

Aspects	Analysis of Community Needs	Alternative Program Forms
Human Resources	Skills Education to increase capacity and competitiveness in the job market	Skills training for youth, new actors and entrepreneurs through a series of "Vocational Training" programs
	Improvement of health services	Health education, healthy lifestyles and patterns
	Development of preventive and curative programs for drug and HIV/AIDS cases	Encouraging improvements in the quality of health services for residents Development of sports, recreation and cultural activities, especially for the younger generation
Natural resources	Community economic development according to local potential	Assistance for farmer and fisherman groups Facilitation of facilities and waste management Assistance in product processing
Finance	Increasing the capacity of capital and financial management related to community economic activities	Product-related training, packaging facilitation, marketing facilitation for MSMEs Initiation of cooperation between financial institutions and MSMEs Development of cooperatives
Social	Community institutional development	Establishment of stakeholder forums Development of joint activities, such as community service, social service, cultural and religious activities
Infrastructure	Provision of public/social infrastructure	Sports infrastructure, recreation, playgrounds for children, clean water, drainage, etc. Drainage improvement infrastructure to overcome and anticipate flooding



ding to the community, moneylenders are a last resort for obtaining financial loans. This is due to the high interest rates that must be repaid, which can be burdensome for borrowers. Ultimately, the community is reluctant to use moneylenders' services because they fear being unable to repay the loan.

### **Analysis to Support Sustainable Needs**

The analysis of community needs in Kampung Enam Subdistrict is based on field research findings. The required data was obtained through interviews, observations, and literature studies. The results of the field research were used to identify various community needs and potential that can be utilized to meet those needs. The needs analysis was conducted by examining the existing resources in the community, including natural resources (SDA) (Mandal, 2024), human resources (SDM), infrastructure, financial capital (Lapo & Rakhmatul-laev, 2024), and social capital.

Administratively, the Kampung Enam community is divided into several groups. These groups include pre-prosperous families, Prosperous Family 1, Prosperous Family 2, Prosperous Family 3, and Prosperous Family 3 Plus. In the vulnerable group category, pre-prosperous families are considered vulnerable. According to the 2016 Kampung Enam Subdistrict Profile, there are 147 pre-prosperous families. Although referred to as poor, the subdistrict office stated that each resident has at least one motorized vehicle. It is more accurate to describe them as lower-middle-class residents. However, upon further investigation, it is clear that some Kampung Enam residents are genuinely impoverished.

Monthly income below the Tarakan City Minimum Wage (UMR) of IDR 2.7 million per month. Dwellings made of low-quality wood and flooring, either low-quality wood or earth. Limited educational background and skills, making it difficult to secure employment (Sosunova, Happonen, Wolff, & Porras, 2024); (Shari, Hassan, Subri, & Wahab, 2024) in existing job markets. Many community members in Kampung Enam work as laborers due to limited

educational background and skills. They usually work as construction workers or in other odd jobs. When employed (Seitanidi, M. M., & Crane, 2009), their daily income ranges from IDR 75,000 to IDR 100,000. This income is barely sufficient, and often inadequate, to meet their needs, considering the high cost of living in Kampung Enam and Tarakan City. Moreover, they cannot secure better-paying jobs due to lack of required qualifications.

### **CONCLUSION**

This study highlights the critical role of effective partnerships between mining companies and local communities in fostering sustainable social development. The findings from the quantitative analysis reveal that partnership quality, community empowerment, and trust in mining companies are significantly associated with perceived improvements in the communities' well-being. However, the relatively lower score in economic well-being suggests that while social relations and trust may be strong, more efforts are needed to ensure that economic benefits are more equitably distributed. Qualitative insights further validate and enrich the quantitative findings. Community members appreciate CSR initiatives, especially those focused on education, health, and capacity-building. Nonetheless, many express concerns about the sustainability of such programs and the lack of long-term planning. Respondents also emphasize the importance of inclusive decision-making, suggesting that mining companies should engage more actively with local stakeholders to co-create development agendas that align with community aspirations.

Several activities have been implemented to improve community welfare in mining areas. The community, as the recipient of the program, has benefited significantly from the overall activities organized in collaboration with PT Pertamina. These activities are part of efforts to enhance the potential for community development in Kampung Enam. The activities involve planning, implementation, and evaluation. The

planning stage serves to analyze community needs and identify existing problems. Planning is done in collaboration with the mining company, followed by the implementation of activities that benefit the affected community. In previous discussions, we concluded that the implementation of community development activities involves various stakeholders with interests and influence in development. These stakeholders play a crucial role in ensuring the success of activities and their benefits are felt comprehensively. The community's potential is formulated to analyze needs and program success. This collaboration between the community and the mining company can also serve as a pilot project for areas affected by mining activities.

This study provides an overview of how mining companies can collaborate with communities to improve their standard of living, then develop it into an interactive program. The programs implemented represent a form of implementation of good cooperation between the two stakeholders. The benefits obtained include sufficient funding from the company, and the programs implemented are also the ideas of the community. However, of course, this collaboration cannot be perfect due to several obstacles faced, such as the still-detailed policy regulations and the involvement of other parties that are still not comprehensive. This can be used as a starting point for further research on policies and cooperation in improving community welfare.

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